Program Management Committee

Issue Brief: 2-4

Flagship Planning:

Planning Cycle and Strategy Development

8 May 2017

CGIAR is a global partnership that unites organizations engaged in research for a food-secure future. The CGIAR Research Program on Livestock provides research-based solutions to help smallholder farmers, pastoralists and agro-pastoralists transition to sustainable, resilient livelihoods and to productive enterprises that will help feed future generations. It aims to increase the productivity of livestock agri-food systems in sustainable ways, making meat, milk and eggs more available and affordable across the developing world. The Program brings together five core partners: the International Livestock Research Institute (ILRI) with a mandate on livestock; the International Center for Tropical Agriculture (CIAT), which works on forages; the International Center for Research in the Dry Areas (ICARDA), which works on small ruminants and dryland systems; the Swedish University of Agricultural Sciences (SLU) with expertise particularly in animal health and genetics and the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) which connects research into development and innovation and scaling processes.

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**Livestock CRP**

**Flagship Planning:**

**Planning Cycle and Strategy Development**

**The Issue**

As the Livestock CRP flagship teams now begin preparing for the 2018 Plan of Work & Budget, it is important that there is a common understanding of the expectations for flagship planning meetings. This brief describes the planning cycle and a framework for continuing to develop their Strategy & Implementation Plan.

**Planning cycle**

The CRP planning cycle involves a series of iterations that allow for review and consultation on ongoing and planned activities and priorities, and then getting to more detail as information about available resources – both financial and human – are firmed up. Working backwards from the expected submission of the POWB in January, the type and timing of planning activities would look like this:

|  |  |  |  |
| --- | --- | --- | --- |
| **Jan-Mar** | **Apr-Jun** | **Jul-Sep** | **Sep-Dec** |
| POWB narrative finalized and circulated for comment early Jan (FLs, PMC, ILRI IMC, ILRI Board)  Entry of POWB into MARLO  Submission of POWB late Jan | Review progress in executing POWB | Mid-year progress report (e.g. traffic light for POWB; entered in MARLO) | Draft annual report, including review of significance of achievements and indicator data |
|  | Based on review, identify/agree next steps for activities to be continued /stopped /initiated (logframe format) | Present plans and rationale to ISC for feedback and evaluation; ISC provides indicative approval of POWB | POWB narrative drafted and circulated for comment (FLs, PMC, ISC) |
|  | Update FP Strategy & Implementation Plan to reflect changes and their rationale; associated changes in resource planning | Partners initiate their internal budgeting exercise, initial draft of Activity Sheets | Partners and FL finalize details of Activity Sheets and ensure internal consistency |
|  |  | ISC report to PMC and ILRI management and Board | ISC chair reports to the ILRI Board |
| Annual report finalized | Annual financial statement submitted |  |  |
| PMC /ISC /IMC/ BoT reviews annual report for comment 2 weeks before submission |  |  |  |

**Strategy & Implementation Plan**

Following the practice established under the L&F CRP, each flagship will maintain a Strategy & Implementation Plan (SIP). The SIP is intended to provide the reference document for the flagship to ensure there is a common understanding of the flagship activities both internally within the CRP team and externally. The document should not create extra work, but rather integrate the normal planning and reporting tools and products (e.g. CRP proposal, ToC evidence base, planning logframe, bilateral project inventory, Activity sheets and POWB, logframe traffic light progress reporting and indicators, ISC reports, annual reports) into a single coherent framework. It will be updated at least annually with the changes recorded to demonstrate how the flagship is learning and adapting to new information it is generating or coming from outside. The coherence should be evident in how the overarching 6-year strategy of activities, outputs, outcomes and targets in logframe format informs and is achieved through the specific Cluster of Activities strategies and annual POWBs and reported to the ISC and in annual reports.

Key tools continue to include:

|  |  |  |
| --- | --- | --- |
| Tool | Function | Informs |
| Logframe | * Identifies and maps key activities (what, who, funding resources), deliverables and outputs, outcomes * Provides outline of sequence and timing over the program time horizon * Serves as record of what is agreed for a given year * May need priority ranking to facilitate adapting to budget uncertainty | * Essentials are entered into MARLO * Translated into more detailed Activity Sheets during the budgeting exercise * Used for monitoring progress (if needed to supplement MARLO), e.g. mid-year traffic light report, annual report |
| Activity Sheets | * Clarifies details about the purpose, deliverables, and budgetary and human resources for each activity * Serves as internal consistency check between POWB and internal partner finances and staff work plans, and record of partner commitments | * Aggregates to POWB * Provides more detailed information, including budget figures, for MARLO |
| SIP | * Records rationale for planned activities, both individually and as part of the overall flagship strategy * Records details supporting the POWB narrative * Records details supporting MARLO content | * POWB proposal for ISC * POWB narrative |
| Bilateral project inventory | * Serves to ensure internal consistency that aligned bilateral projects are reflected in activity planning * Clarifies any co-funding commitments | * Co-funding commitments in initial logframe planning * Activity sheets * POWB budget |

**Implementation in 2017**

Flagship teams should be planning to meet in June and July to agree the priority activities for 2018 so that these can be programmed into the various 2018 budget planning exercises that usually begin in August-September. This should also be an opportunity to convert the CRP flagship proposal into the basic SIP and review any significant changes that merit recording and updating, including implications of the evolving bilateral project portfolio. Development of other sections of the SIP should be initiated, including further clarification of the strategies on cross-cutting themes and contributions to priority country agendas. Entering the POWB into MARLO should help to identify what M&E considerations need to be shared and discussed within the team. We would also like to include further development of the ToC, but we may not be ready in time for this.

The output of the meeting would include the listing of 2018 activities and outputs and funding source, plus an initial allocation of W1/2 funding assuming funding is maintained at 2017 levels. It should also generate the initial draft SIF, part of which would be designed as the initial 2018 POWB proposal to submit to the ISC. ISC will need to evaluate the coherence of the 2018 POWB within the context of the overall SIP for the flagship, providing additional motivation for updating the essential components of the CRP flagship proposal (and any major changes being considered for the two unfunded flagships).

**Action**

For discussion and endorsement.

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